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ABSTRACT

The Muncie, Indiana Academy for Community Leadership (founded in February 1976) seeks to inform, instruct, and involve promising young leaders in the study of the anatomy of a community and its component parts in order to meet the demand for informed, motivated leaders to serve as members of various community committees, task forces, and boards. The Academy seeks to provide broad understanding of public programs; local government, school, and health issues; business and labor concerns; and civic challenges facing the community. The Academy program consists of 14 consecutive Tuesday morning sessions in a variety of locations, including the offices of social agencies never before visited by class members. Each week, panelists representing the community's institutions and organizations discuss their roles, missions, philosophies, community problems, and the need for active leadership. The classes of about 25 persons include participants from large and small businesses, and public and private organizations. Registration fees of \$125 are levied to cover the cost of materials and activities. The Academy has graduated 450 individuals who have become civic and political leaders of the community. The Academy has become a model for about seven other such leadership training programs throughout Indiana and the Midwest. (KC)

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THE ACADEMY FOR COMMUNITY
LEADERSHIP: A COMMUNITY
LEADERSHIP TRAINING MODEL

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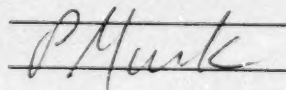
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ABSTRACT

THE ACADEMY FOR COMMUNITY LEADERSHIP: A CITIZENS' PARTICIPATION TRAINING MODEL

The presentation is designed to help the participants comprehend the organization, goals, program and impact of the Muncie, Indiana Academy for Community Leadership. The Academy, founded in February 1976, is governed by an independent Board of Trustees and jointly coordinated through the Muncie Chamber of Commerce and the School of Continuing Education of Ball State University. The Academy has graduated 450 individuals who have become civic and political leaders of the community. The Academy has become a model for about seven other such leadership training programs throughout Indiana and the Midwest.

About The Authors

Peter J. Murk, Ph.D. is an Associate Professor of Adult Education for the Center for Lifelong Education of Ball State University. Dr. Murk served as the former Educational Coordinator for the Academy for Community Leadership for fifteen classes. His interests include community leadership training, inservice training, and time management. Dr. Murk also serves as the campus coordinator for the Elderhostel Program and as the Executive Secretary for the Indiana Association for Adult and Continuing Education, Inc.

John A. Fallon, Ph.D. is a Professor of Adult and Community Education for the Center for Lifelong Education of Ball State University as well as the Director of Public Service for the School of Continuing Education. Dr. Fallon is the present Educational Coordinator of the Academy for Community Leadership and has directed the program since 1983. His interests include economic development, leadership training, and community involvement. Dr. Fallon is the former president of the National Community Education Association.

THE ACADEMY FOR COMMUNITY LEADERSHIP: A COMMUNITY LEADERSHIP TRAINING MODEL

INTRODUCTION

John Naisbitt, in his futuristic work Megatrends (1982), predicts two major trends which will occur in our society. One of these trends is a departure from representative democracy to participatory democracy. The second trend is a departure from hierarchical leadership structure to the concept and practice of networking. The Academy for Community Leadership, founded in 1976 and aiding in the development of over four hundred community leaders, follows these two societal trends. In fact, this leadership training model facilitates these trends through its goals and objectives, program, and impacts on a midwestern metropolitan community.

The Academy for Community Leadership, co-sponsored by the School of Continuing Education of Ball State University and the Muncie Delaware County Chamber of Commerce, seeks to inform, instruct, and to involve promising young leaders in the study of the anatomy of a community and its component interdependent parts. Perhaps more importantly there is considerable emphasis placed on how future leaders can successfully fill the void of voluntary and organizational leadership when the present leaders become old, ineffective, or move away.

This paper will review the background, purpose, goals, methodology, organizational structure, and funding practices of the Academy. In addition, the Academy's current impact and projects for the future will be addressed.

BACKGROUND

The Academy for Community Leadership began in Muncie, Indiana in 1974 when a task force of local citizens was formed to meet the demand for informed, motivated leaders to serve as members of various community committees, task forces, and boards. The members discovered the demand was greater than the supply. As a first step, the situation was discussed with representatives of the United Way and

other organizations and boards which depend on large numbers of volunteer leaders.

During 1975, the Chamber of Commerce studied the leadership development programs of Green Bay, Wisconsin; Rockford, Illinois; and Atlanta, Georgia. Reports of these programs indicated that they were successful in generating additional leaders which served in volunteer community service programs. Some of these leaders later became mayors, school board members, civic leaders and the like. In 1975 the President of the local Chamber of Commerce and a Muncie industrialist headed a task force to explore the feasibility of establishing a Chamber-sponsored leadership college in Delaware County. The School of Continuing Education at Ball State University was asked to assist in the development and coordination of the program.

After months of reviewing other programs and identifying the specific needs of Muncie and Delaware County, the task force was ready to proceed. With the help of its newly formed Board of Trustees, the Academy for Community Leadership was formalized. A curriculum committee, a membership selection committee and an information and placement committee were appointed from the 30 member independent Board of Trustees to insure that pertinent instructional sessions were included, and candidates were properly selected and placed in volunteer leadership roles upon program completion.

STATEMENT OF PURPOSE

The Academy for Community Leadership (ACL) is intended to develop an informed citizenry that will play an increasingly influential role in Delaware County's future.

The ACL has been formed to encourage the development, education, training, and motivation of future leaders to meet the challenge of community development and expansion in the coming decades. The ACL will enrich the community by preparing a select number of promising persons to assume leadership roles in various agencies and community organizations.

The Academy seeks to provide broad understanding of public programs; local government, school, and health issues; business and labor concerns; and civic challenges facing the community. The Academy encourages its participants to seek alternative solutions to community problems through resource panel presentations, candid discussions and presentations of research papers concerning community problems and their solution, and community leadership projects.

Specifically, the goals of the Academy are to:

1. Develop informed and capable leaders who will assume active roles in promoting growth and development of our communities.
2. Educate future leaders through a comprehensive study and exposure to the key support areas upon which our communities depend.
3. Provide leadership training in order to produce effective future community leaders.
4. Motivate Academy participants to volunteer for service in agencies and civic organizations which benefit their local communities.
5. Encourage continued community service of Academy graduates by maintaining an alumni organization.

THE PROGRAM

The Academy program consists of 14 consecutive Tuesday morning sessions, each lasting about two and a half hours. The meetings take place in a variety of locations, including the offices of social agencies never before visited by class members.

Each week, panelists representing the community's institutions and organizations discuss their roles, missions, philosophies, community problems, and the need for active leadership. Generally, the panelists describe their institutions, business, or organizations in the first hour; this is followed by a question/answer period in the second hour.

The classes - usually about 25 persons - include participants from large and

small businesses, and public and private organizations. Such participants over the past eight years have represented virtually every demographic grouping within the country.

Topics for the Academy sessions include orientation and directions - the community's historical and sociological heritage; planning issues within the community; business, industrial, and labor development; local government and political involvement; education - elementary through post-secondary; communications and the media; the role of the church in the community; law enforcement and the criminal justice system; social services; health services; leadership theories and their practical applications; volunteerism and fund raising. The final session of the program involves the presentation of participant class projects.

FINANCES

Registration fees of \$125.00 (tuition) are levied to cover the cost of materials such as text books, resource material, supplementary data, continental breakfasts for the resource persons and participants, and graduation dinner for the 25 participants, and their sponsors and spouses.

In-kind services of a coordinator are donated by the University. Resource panelists are volunteers and donate their time and talents for telling the Academy for Community Leadership Story.

METHODOLOGY

The basic methodology of the Academy for Community Leadership consists of two interrelated program dimensions:

1. The curriculum and meeting schedule; and
2. The Community Leadership Project.

Each of these program aspects merits separate review.

Curriculum and Meeting Schedule

The Academy curriculum and meeting schedule consists of fourteen two-hour

instructional sessions. Each session is conducted in a different physical facility within the community and involves a unique topical focus and panel of presenters. Individual panelist presentations are made during the first hour of each session followed by a fellowship break and informal discussion. The following represents a typical Academy curriculum and meeting schedule in terms of presentation topic, presenter, and site.

ACADEMY FOR COMMUNITY LEADERSHIP

CLASS XIX

Curriculum Schedule

<u>Session</u>	<u>Topic</u>	<u>Personnel</u>	<u>Date</u>	<u>Time</u>	<u>Site</u>
I	<u>ORIENTATION & OVERVIEW</u>				
	Introductions	Mr. Jerry Moll, President Muncie-Delaware County Chamber of Commerce	2/05/85	7:30-10:00 a.m.	Chamber of Commerce 500 North Walnut St.
	Welcome	Ms. Jean Drumm, Chairperson Muncie-Delaware County Chamber of Commerce			
	ACL History	Mr. Hamer D. Shafer, Chairman ACL Board of Trustees			
	ACL Mission	Dr. Joseph Rawlings, Dean School of Continuing Education Ball State University			
	General Orientation, Requirements, and Introductory Activity	Dr. John Fallon, ACL Educational Coordinator			
II	<u>MUNCIE, IN HISTORICAL AND SOCIOLOGICAL PERSPECTIVES</u>	Ms. Rita Winters, Moderator	2/12/85	7:30-9:30 a.m.	Riley-Jones Club 315 East Charles
	The Middletown Studies	Dr. Thomas Sargent, Professor of Political Science, Ball State University			
	Black History of Muncie	Mr. Hurley Goodall, Representative Indiana General Assembly			

<u>Session</u>	<u>Topic</u>	<u>Personnel</u>	<u>Date</u>	<u>Time</u>	<u>Site</u>
II cont'd	Folk History of Muncie	Mr. Jack Reichart, Owner Excel Manufacturing			
	Geographical Perspective	Mr. Wiley W. Spurgeon, Executive Editor Muncie Newspapers, Inc.			
III	<u>COMMUNITY PLANNING PERSPECTIVES</u>	Mr. Robert Fisher, Dean College of Architecture and Planning, Ball State University, Moderator	2/19/85	7:30-9:30 a.m.	Chamber of Commerce 500 North Walnut
	History of Urban Planning	Mr. Anthony Costello Professor of Architecture and Urban Planning, Ball State University			
	Environmental Planning	Mr. John M. Craddock, Director Water Quality and Waste Treatment			
	Planning in Legal Perspectives	Mr. Richard Hughes, Attorney DeFur, Voran, Hanley, Radcliff, and Reed			
	Citizen Participation in Planning	Mr. Patrick Murray City of Muncie			
IV	<u>BUSINESS AND ECONOMIC PERSPECTIVES</u>	Mr. Don Sloan, Sloan and Martin Realtors Moderator	2/26/85	7:30-9:30 a.m.	Ontario Corporation 1200 W. Jackson Community Room
	Business Research and Development Studies	Dr. Michael Seeborg Acting Director Bureau of Business Research Ball State University			
	Industrial Interests	Mr. Charles Hetrick Vice President-Manufacturing Maxon Corporation			

<u>Session</u>	<u>Topic</u>	<u>Personnel</u>	<u>Date</u>	<u>Time</u>	<u>Site</u>
VIII cont'd	Juvenile Justice	Mr. Carl Scheib, Deputy Chief Probation Officer			
	Delaware County Court System	Judge Betty Shelton Cole			
IX	<u>EDUCATION AND ITS ROLE IN THE COMMUNITY</u>	Mr. Kelly Stanley Vice President Ontario Corporation Moderator	4/02/85	7:30-9:30 a.m.	Indiana Vocational Technical College Assembly Room 4110 Cowan Road
	The Role of the Superintendent of Schools	Mr. Don Slauter, Superintendent Muncie Community Schools			
	The Role of the Board of Education	Mr. John Feick, Member Board of Education Muncie Community Schools			
	IVY Tech-Region VI	Mr. Richard Davidson, Dean/Vice President Indiana Vocational Technical College			
	Ball State University	Dr. John E. Worthen, President Ball State University			
X	<u>COMMUNICATION AND THE MEDIA IN THE COMMUNITY</u>	Mr. Dennis Swackhamer Moderator	4/09/85	7:30-9:30 a.m.	Muncie Newspapers, Inc. 125 South High Street
	Muncie Newspapers	Mr. Larry Shores, Editor Muncie Star			
	Public TV, Channel 49-WIPB	Mr. James Needham, General Manager WIPB			
	Commercial Radio	Mr. George Crapser, Sales Manager WERK			
	Public Radio	Mr. Rob O'Brian, News Director WBST			

<u>Session</u>	<u>Topic</u>	<u>Personnel</u>	<u>Date</u>	<u>Time</u>	<u>Site</u>
X cont'd	Telecommunications	Dr. John Kurtz, Chairperson Telecommunications, Ball State University			
XI	<u>SOCIAL, CULTURAL, AND ARTISTIC PERSPECTIVES</u>	Mr. David Sursa, President Industrial Trust, Moderator	4/16/85	7:30-9:30 a.m.	Industrial Trust 220 Walnut Plaza
	Muncie Symphony	Mrs. Joan McKee			
	Emens Auditorium	Mr. Earl Williams, Manager			
	Arts and Library Opportunities	Mr. Arthur Myers, Muncie Public Libraries			
	Muncie's Museums	Mr. Alain Joyaux, Director Art Gallery Ball State University			
	Business and the Arts	Dr. John Urice, Dean College of Fine Arts Ball State University			
XII	<u>VOLUNTARY ACTION PERSPECTIVES</u>	Mr. Brad Razor Brad Razor Buick Moderator	4/23/85	7:30-9:30 a.m.	YWCA 310 East Charles
	Business Voluntarism	Mr. Jerry Moll, President Chamber of Commerce			
	Getting Involved in Local Agencies and Activities	Mr. Don Stetson, Executive Director YNCA			
	Social Service Voluntarism	Ms. Judy Wagley Volunteer			
	How to Organize a Fund Raising Drive	Mr. Clell W. Douglass, C. W. Douglass and Associates			

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<u>Session</u>	<u>Topic</u>	<u>Personnel</u>	<u>Date</u>	<u>Time</u>	<u>Site</u>
XII cont'd	Volunteer Participa- tion and Activities	Mrs. Wanita Spence Industrial Trust & Savings Bank			
XIII	<u>COMMUNITY LEADERSHIP THEORY AND PRACTICE</u> Leadership Theory Individual Leadership Style Diagnosis Community Leadership Limitations	Dr. Peter J. Murk, Associate Professor of Adult Education Ball State University	4/30/85	7:30-9:30 a.m.	Chamber of Commerce 500 North Walnut St.
XIV	<u>COMMUNITY LEADERSHIP PROJECT PRESENTATIONS</u> Leadership Projects Presented and Discussed by ACL Participants	John Fallon, Moderator	5/07/85	7:30-10:00 a.m.	Chamber of Commerce 500 North Walnut St.

ACL XIX CLASS GRADUATION DINNER May 7, 1985 Delaware Country Club

Community Leadership Projects

The Community Leadership Project is an important aspect of the Academy for Community Leadership program. The project represents an opportunity for participants to explore a leadership-related issue of either personal or community significance. Most importantly, the project is intended to supplement formal Academy training and, thereby, enhance individual leadership development.

The purpose of the Community Leadership Project is to develop a greater depth and/or perspective of leadership understanding among participants, as individuals or in groups, in relation to a selected community issue, condition or problem. In this regard, Academy participants are encouraged to:

- a. determine whether they wish to participate in project activities as individuals or members of a group;
- b. determine the topic/focus of their project;
- c. develop a tentative plan of action;
- d. develop a timetable for conducting the project;
- e. submit plan of action and timetable to Academy staff;
- f. implement the plan of action; and
- g. develop and submit a report on the purpose, activities, results, and consequences of the community leadership project.

In order to facilitate the development of Community Leadership Projects, the following guidelines have been established:

1. Project topics are not required to correspond with instructional session topics.
2. The Academy staff can advise individuals and groups on such matters as topic selection, alternative project methods and additional resource persons.
3. Projects can involve, but should not be limited to, the development of written papers.
4. Projects which involve an experiential and practical "hands on" approach are desirable.

5. Projects which involve the personal development of a selected leadership skill are desirable.
6. Projects which involve extensive interaction with existing community leaders are desirable.

IMPACT

The true community impact of the Academy for Community Leadership is difficult to assess. There has been evidence of many different types of personal, group and organizational benefit due to participation in the program. There has also been a significant increase in elective and appointive leadership positions occupied by Academy for Community Leadership alumni. Such positions include Mayor, City Councilman, Board of Education Member, County Council Member, and Member of the Board of Directors of the Muncie Civic Theater, Delaware County Council for the Arts, Chamber of Commerce Officers and Board Members, and a host of other community organizations.

FUTURE DEVELOPMENT

The future development of the Academy for Community Leadership is focused in three interrelated directions:

1. continuation of the basic community leadership program;
2. increased emphasis on alumni placement in community leadership positions; and
3. implementation of an advanced community leadership program.

The basic community leadership program will continue into the foreseeable future. The program is popular among participants and sponsors, and is perceived as fulfilling an important need within the community.

Academy for Community Leadership alumni placement will receive considerable attention in the future. To assist in this effort, a Directory of Alumni has been developed. This directory, which includes detailed information about individual alumni skills, experiences, and interests, will be widely disseminated within the

community to groups which represent access to community leadership involvement and experiences. The directory will be updated semi-annually and, ideally, will be consulted as a key source of information regarding prospective candidates for leadership positions.

An advanced community leadership experience is currently in the development stage. Such an activity will provide participants with an opportunity to refine leadership skills in a specific setting as a basis for extensive involvement in the future.. This activity will likely be based upon the mentor concept of development and will be highly individualized. The emphasis of this experience will be on informal, laboratory activity, as opposed to the existing Academy structured class sessions.

<u>Session</u>	<u>Topic</u>	<u>Personnel</u>	<u>Date</u>	<u>Time</u>	<u>Site</u>
IV cont'd	Labor Interests	Mr. Jerry DeBord United Auto Workers			
	Economic Development	Mr. William Bright, Vice President Muncie-Delaware County Chamber of Commerce			
V-A	<u>CITY COUNCIL MEETING</u>	Mr. Brad Allamong and John Fallon, Moderators	3/04/85	7:15 p.m.	City Hall, Third Floor
V-B	<u>LOCAL GOVERNMENT AND BUSINESS INVOLVEMENT IN POLITICS</u>	Dr. Sally J. Vasicko Chairperson, Department of Political Science, Ball State University, Moderator	3/05/85	7:30-9:30 a.m.	Merchants National Bank Board Room
	Mayoral Role and Responsibilities	Honorable James P. Carey, Mayor City of Muncie			
	Councilman's Role and Responsibilities	Mr. William Shroyer, President Muncie City Council			
		Ms. Ruth Dorer, President Delaware County Council			
	Involvement in Local, County and State Political Efforts	Dr. Tad Perry, Executive Assistant for Fiscal Relations, Ball State University			
VI	<u>THE CHURCH AND ITS PERCEIVED ROLE IN THE COMMUNITY</u>	Dr. John J. Pruis Ball Corporation Moderator	3/12/85	7:30-9:30 a.m.	St. Francis of Assisi Newman Center 1200 Riverside Avenue
	High Street United Methodist Church	Dr. Sheldon Duecker, Pastor			

<u>Session</u>	<u>Topic</u>	<u>Personnel</u>	<u>Date</u>	<u>Time</u>	<u>Site</u>
VI cont'd	Trinity United Methodist Church	Reverend J. C. Williams, Pastor			
	St. Francis Catholic Church	Father James Bates, Pastor			
	Temple Beth-El	Mr. Robert Koor			
	Citizen Participation in Church Activities	Mrs. Barbara Moll			
VII	<u>HEALTH SERVICES IN THE COMMUNITY</u>	Mr. Peter Marotti, Vice President, Ball Memorial Hospital, Moderator	3/19/85	7:30-9:30 a.m.	Ball Memorial Hospital Doctor's Dining Room (Lower Level)
	Ball Memorial Hospital	Mr. Hamer D. Shafer, Board of Trustees, Ball Memorial Hospital			
	General Family Medicine and Role of the Physician	Dr. Ross Egger, M.D., Physician and Director of Family Medicine			
	Comprehensive Mental Health	Dr. Suzanne Gresham, Executive Director, CMHS			
	Westminster Village	Mrs. Betty DeVoe, Administrator, Westminster Village			
VIII	<u>CRIME AND LAW ENFORCEMENT IN THE COMMUNITY</u>	Mr. Greg Huffman, Attorney DeFur, Voran, Hanley, Radcliff, and Reed, Moderator	3/26/85	7:30-9:30 a.m.	Superior Court #3 Delaware County Courthouse
	Delaware County Sheriff's Office	Sheriff Gary Carmichael Delaware County Police			
	Muncie Police Department	Chief Don Scroggins City of Muncie			
	Prosecutor's Office	Mr. Mick Alexander Delaware County Prosecutor			